



# Fire and Rescue Department

## Climate Assessment

Fire Chief Richard R. Bowers

# Organizational Climate Review

- I. Opening Remarks
- II. Action Plan
- III. Opportunities for Improvement
- IV. Achievements
- V. Next Steps
- VI. Questions

# Opening Remarks

- Opportunity to effect positive change in the Fire & Rescue Department
- Ensure an environment, climate, and culture that is welcoming, positive, healthy, nurturing and safe for all
- Ensure equitable opportunities
- Deliberative, collaborative process and effort
- Action, engagement, leadership, dialogue, education, training, and effective communication
- Executive Review Committee

# Action Plan

## Workgroups Created to Address 5 Core Themes:

- Dedication
- Leadership
- Bullying/Harassment/Discrimination/Retaliation
- Conflict Management
- Hiring/Promotions

# Action Plan

- Developed Diverse Workgroups
  - All Ranks
  - Uniformed & Civilian Staff
  - Employee Groups
  - External Agencies
- Interagency Collaboration and Support
  - Multi-Agency Involvement (DHR, CAO, OHREP, OD&T, Civil Service, Etc.)
  - Department of Justice
- Executive Review Committee
  - Workgroup Presentations

# Action Plan - Workgroups

Assistant Chiefs provide oversight, guidance and facilitation to:

- Behavioral Health
- **Dedication & Service Delivery**
- EMS Initiatives
- **Hiring and Retention**
- Human Relations & Conflict Resolution
- Investigative Policies & Procedures
- **Leadership and Professional-Development Training**
- **Promotional Initiatives**
- Volunteer Initiatives
- **Women's Initiatives**

# Opportunities for Improvement

- Recruitment & Hiring
- Retention
- Promotions
- Training
- Policy Updates
- Grievance Process
- Behavioral Health
- Data Collection

# Achievements

- Provided the Fairfax County Internal Audit Office's Hotline to all FRD members
- Developed Strategic Plan & Core Values
- Expanded Job Share & Flexible Staffing
- Renewed Officer Training
- Assured Adherence of FRD Policy to County Policy
  - Compare and Update Administrative Standard Operating Procedures - Ongoing
  - Eliminate SOP's that were Redundant to County Policies
- Streamlined
  - Hiring Application Process
  - Promotional Application Process
- Evaluated Facilities & Vendor Contracts for Inclusivity
- Emphasized & Invested in Behavioral Health

# Achievements

- Assigned ALS Providers to All Apparatus
- Enhanced Internal Communications & Expectations
  - Weekly Fire Chief Message
  - Climate Assessment Report, Assessment Plan, & Links to County Policy:
    - Posted to Firenet
    - Discussed During:
      - Focused Discussions w/Senior Management
      - Fire Chief Station Discussions
      - All-Station & Staff Teleconferences
      - Brown Bag Lunches
      - Fire Chief Drop-In Visits

# Next Steps

- Evaluate & Prioritize Recommendations
  - Immediate
  - Mid-Term
  - Long-Term
- Determine Budgetary Impact & Feasibility
- Finalize Recommendations with the Executive Review Committee
- Establish an Implementation Team

# Questions

